

## CHAPTER 5

### DETERMINING THE WARTIME MANPOWER REQUIREMENT

#### A. PURPOSE

1. Transition to Wartime Strengths. The purpose of manpower requirements planning is to provide the basis **for** raising combat and support forces from peacetime strengths to wartime strengths in a time-phased, incremental manner to support and sustain JCS approved **OPLANS**. The process ultimately provides for each installation and organization a set of mobilization requirements in numbers and skills of military and civilian manpower, time-phased as necessary to carry out wartime missions.

2. Identification of Shortfalls. A primary function of requirements planning is to identify, in advance, manpower shortfalls that may result in shifting from peacetime to wartime missions. This identification is important for two reasons: (1) upon a declaration of full mobilization or war, immediate steps can be taken to fill these identified shortfalls by realigning available manpower to meet the most urgent needs and (2) planning, programming, and budgeting actions can be taken in peacetime to reduce or eliminate serious shortfalls in future years.

#### B. THE REQUIREMENTS PROCESS

1. Overall Requirements Determination. Because wartime manpower requirements must support JCS approved OPLANS as well as CONUS sustaining missions, their development requires close coordination between the JCS Joint Operation Planning System (**JOPS**) and the mobilization and manpower planning systems of the Services. The major elements in requirements planning are:

a. The DoD Defense Guidance issued bi-annually by the Secretary of Defense.

b. The Joint Strategic Capabilities Plan (**JSCP**), which is the basis for OPLANS of the Unified and Specified Commands, and allocates the forces of the Services in support of those plans.

c. The schedule of forces required to support each **OPLAN**.

d. The CONUS sustaining requirements of the Services to support the deployed and deploying forces.

e. Service manpower analyses that combine overseas and CONUS requirements.

f. Service wartime manpower documentation for each installation and organization.

Below is a simplified depiction of the overall manpower requirements determination process.

# OVERALL MANPOWER REQUIREMENTS DETERMINATION PROCESS

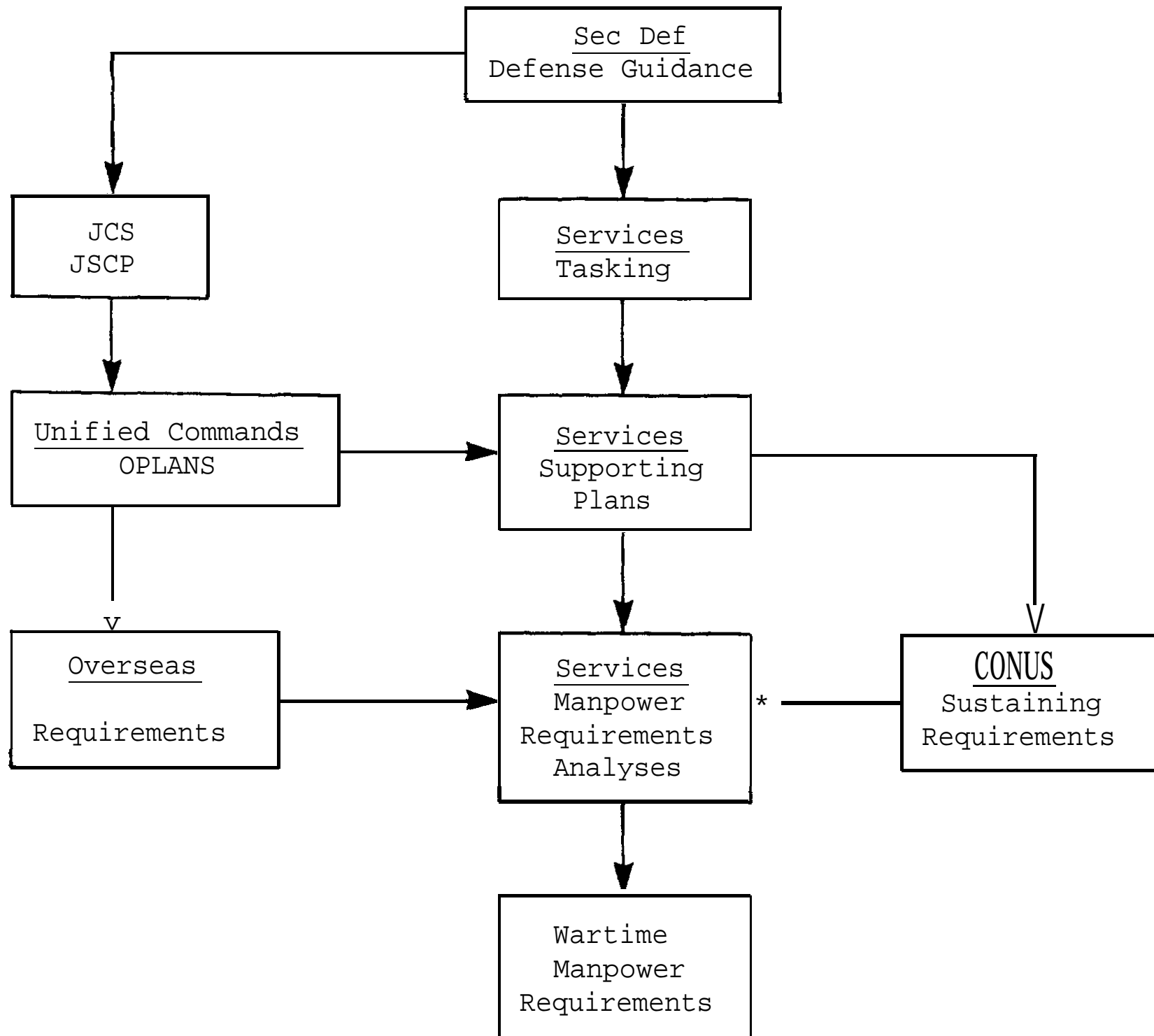


Figure 5-1

2. Service Manpower Planning Systems. Each Service uses a distinctive manpower planning system in developing and documenting wartime manpower requirements and-authorizations for its organizations and installations. These processes are described briefly in Appendix I. Essentially, they account for the time-phased manpower increases and decreases that will occur in shifting from peacetime to wartime missions and workloads. The extent of direct installation participation in developing wartime workloads and manpower requirements may vary by Service and, within each Service, depending on the installation mission, e.g., operational, training, logistics, or research and development. In most cases, installations participate by making inputs to their higher headquarters in preparing and coordinating manpower authorization documents and reviewing authorized manpower for mission capability.

## C. FACTORS THAT INFLUENCE MANPOWER REQUIREMENTS

### 1. Guidance and Assumptions

a. Several types of guidelines influence the development of mobilization requirements. Peacetime manpower planning guidance tells what can be done in peacetime to enhance readiness for mobilization. Mobilization planning assumptions describe the wartime planning scenario and timing of events. War-time manpower utilization guidance tells how military and civilian manpower and contract services can be used to meet the most urgent requirements during a mobilization or emergency. Examples of these guidelines are in Appendices B and C.

b. Guidelines and instructions become more detailed and specific as they pass down the chain of command from Service headquarters through major and intermediate commands to the installation level. An exception to this occurs in the Marine Corps due to its structure, Marine Corps Headquarters deals directly with major units and installations.

2. Planning Guidance From Higher Headquarters. Installations normally look to their higher headquarters to make the following kinds of determinations:

a. Defining clearly the wartime missions and tasks, including support of deployments, mobilization of Reserve Components, **pre-** and post-mobilization training, sustaining and residual mobilization missions, and support of tenant activities.

b. Defining wartime functional concepts of operation, workloads, and priorities.

c. Specifying the time-phasing of missions and workloads. Appendix J describes the process of matching manpower and workload time-phasing.

d. Identifying functions, activities, and workloads that are:

(1) Performed in peacetime but not in wartime.

(2) Not performed in peacetime but will be in wartime.

(3) Performed in peacetime but will increase or decrease in wartime.

(4) Performed in peacetime by military but will be performed by civilians or contractors in wartime.

(5) Performed in peacetime by civilians or contractors but will be performed by military in wartime.

e. Identifying wartime workloads that can be met by using pre-arranged contractor support services.

#### D. INSTALLATION PARTICIPATION

Consistent with higher headquarters guidance, installations contribute to the requirements planning process by taking local actions, such as the following:

1. Identifying support positions that can be filled by civilians or military retirees.
2. Identifying civilian employees who are subject to military recall or conscription and require replacement during mobilization.
3. Ensuring that civilian employees occupying jobs critical to national security objectives are not members of the Ready Reserve.
4. Ensuring that mobilization manpower requirements are phased so they are consistent with the projected workload, as well as availability of facilities and equipment needed for housing, training, and personnel support.
5. Assisting in the identification of contract services and supplies needed in emergencies.

#### E. THE PRODUCT

The product of requirements planning is a set of time-phased wartime requirements for numbers, skills, and grades of military and civilian manpower as well as the requirements for contract services needed by each installation. These requirements are the basis for planning and implementing personnel realignment and fill actions to meet mobilization needs.